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Commander's Corner

We, as a Group, have done a lot over the past year. Accomplishments we can all be proud of. We executed and are participating in the assessment of JEFX 2000, tested TBMCS twice, stood up a new Detachment at Nellis AFB, and moved the Theater Air C2 Simulation Facility at Kirtland AFB into a new 80,000 sq. ft. building. We connected Army simulators to Air Force simulators in a way that has not been done before.

We taught and affected more than 20,000 personnel in the art of Command and Control and we controlled and mentored more with Blue Flags in the past year than in the two previous years. And we're standing up an Operational Command Training Program for our senior leadership for the Chief of Staff of the Air Force.

The AFC2TIG executed the Joint Expeditionary Force Experiment 2000 from 13 locations involving more than 5,000 people fighting a simulated war over the Nellis range, with the focus on Hurlburt's Combined Air Operations Center. The AFC2TIG created the synthetic battlespace using a virtual, constructive and live environment. Everyone in the group was involved, as we executed each area we work with, in testing, training, exercising and experimenting.

We have done all of this together. Some things were done by an individual unit, some things with several units. But, our accomplishments were possible because we have worked together as a team.

I want to drive home "We are all the AFC2TIG." For the operating locations, detachments, and Air National Guard components--You are a part of our Group that is the "focal point of Command and Control in the Air Force." Each of the units has a specific mission that is an integral part of the puzzle of command and control. And while you are working on your part, remember that each task accomplished is essential to the success of the group as a whole.

Command and Control is people, processes, and systems. It is not a simple process, thought or thing. There are a lot of organizations in the Air Force and DoD, who are working C2.

One of the newest organizations with the AC2ISRC is the Combined Air Operations Center-Experimental at Langley, AFB. CAOC-X performs a related, but different mission than the AFC2TIG. CAOC-X works the developmental and baselining side of software and equipment for the air operations center, while we test, train, exercise, and experiment with the people, processes, and systems of command and control for the operational level of war.

Yes, there may be some overlap or shared responsibilities, particularly in the area of testing. Yet we overlap with many organizations when it comes to C2, since we are "the focal point for Air Force Command and Control." We will be working through any issues as they develop. Right now, we plan on having AFC2TIG personnel working there, who will help guide them in C2 processes. The most important thing for the group, as CAOC-X matures, is that we work through the issues so our Air Force benefits.

We, the AFC2TIG, have accomplished a great deal in the year 2000. I am proud of what we have done and I look forward to working with each of you as we tackle our projects for this year.



Col Charles P. "Chuck" Wilson II

Commander, AFC2TIG

(second from right)

CSAF Gen. Michael Ryan arrives for JEFX 00 and is greeted by an "all-star" line up. From left: Gen. John P. Jumper, ACC/CC, Lt. Gen. Maxwell Bailey, AFSOC/CC, Lt. Gen. Thomas Keck, 8 AF/CC, Lt. Gen. John Woodword Jr., AF/SC, Maj. Gen. Gerald Perryman, AC2ISRC/CC, Col. Charles P. Wilson II, AFC2TIG/CC, Col. David Scott, 16 SOW/CC



Commander's Top 5 Priorities:

- 1. Execution of the AFC2TIG mission
 - Train
 - Exercise
 - Experiment
 - C2 Testing
- 2. Develop and execute the AF Operational Command Training Program
- 3. Provide TBMCS training for all AF general officers
- 4. Work CAOC-X issues
- 5. Maintain active Personnel program
 - OPR/EPR tracking
 - Awards/decorations



505th Exercise Control Squadron

Hurlburt Field, Fla.

Test • Train • Exercise • Experiment

Supporting an air war

DAVIS-MONTHAN AIR FORCE BASE, Ariz.—Identify the need. Validate it, and make it work. That is the agenda for 12th Air Force staff as it focuses on supporting an air war with an Air Force Forces staff during Blue Flag 01-1 here.

For the first time in a Blue Flag command post exercise, a Numbered Air Force is testing its procedures and staffing to validate the number of people needed to support an Air Force Forces function, said Lt. Gen. William Hobbins, 12th Air Force commander.

Traditionally, the Air Force has focused mainly on the operational side of warfighting -- the Air Operations Center -- in addition with this Blue Flag, 12th AF is also validating the support side -- the Air Force Forces or AFFOR, said Hobbins.

In order to improve and learn about AFFOR functions, the exercise itself must present the AFFOR staff with a scenario that tests its abilities, and

that is where the Air Force Command and Control Training and Innovation Group comes in.

The AFC2TIG's 505th Exercise Control Squadron, who is responsible for running Blue Flag, has always worked logistics issues into Blue Flag, said Mr. Boo Dodgen, AFC2TIG A-5, Plans, who helped integrate AFFOR issues into Blue Flag. Those logistics issues generally facilitated AOC-type processes. The AFC2TIG needed to integrate all functional areas involved in an AFFOR staff into the Blue Flag environment.

"We created approximately 100 specific AFFOR events and injects that stimulated all aspects of an AFFOR staff," said Dodgen. "We wanted everyone on the staff to have something to do during the exercise from Personnel to Public Affairs and even the Chaplain."

(Continued on page 3)



Air Force Command and Control Training and Innovation Group

223rd Combat Communications Squadron Hot Springs, Ark.

Test • Train • Exercise • Experiment

Air National Guard supports JEFX 2000

You wouldn't know they were Air National Guard troops...they wear the same uniform, same patches, same skill sets, even wear the same hat... but Air National Guard participation made a significant impact on the successes of Joint Expeditionary Force Experiment 2000. Seamless integration of the 223rd Combat Communications Squadron from Hot Springs, Arkansas into the fast paced environment of JEFX 2000 gave "Total Force" a new name this year.

More than fifty-six 223rd members deployed to Hurlburt Field, Nellis AFB and Langley AFB in support of the JEFX Spirals 2 and 3 and Execution. Their focus was on getting the job done. From working on power cables at the PEF or in the back lot at Hurlburt Field to pulling VTC cable to the double-wide facilities at Nellis, ANG troops experience and motivation could be seen. 223rd CBCS Guard members supported many JEFX 2000 slots: Transportation, Satellite access, Power

Production, SYSAD infrastructure, Communications Maintenance and Cable Wiring, Supply Warehouse, Help Desk and C3OC support, DWS support, VTC support to name a few.

Well-deserved recognition for the entire Air National Guard team was made when Air Force Chief of Staff General Ryan presented SSgt Barry Craw, 223rd Power Production, his coin for superior performance.

In addition, though not widely known, the 223rd CBCS provides the AFC2TIG with another useful service. The 223rd is the one-stop-shop for sourcing Guard-wide augmentees for the AFC2TIG's many events. At JEFX 2000, for instance, the 223rd sourced 52 Guard members from 18 different ANG Units for Spiral 2; 122 members from 30 Units for Spiral 3; and 131 Guard members from 29 units for the Execution phase. Air National Guard personnel were deployed to Hurlburt



As the operational lead for JEFX the AFC2TIG managed a modeling and simulation network of 35 models, simulation and simulators at 11 sites to create a robust constructive and virtual battlespace environment

Field, Langley AFB, Nellis AFB, Beatty NV, Black Mountain NV, Indian Springs NV, and the Tonopah Test Range NV.

Experienced, knowledgeable and well motivated troops from the Air National Guard blended with active duty personnel and worked side-by-side to ensure the success of JEFX 2000. TOTAL FORCE.



Hurlburt Field, Fla. 505th Systems Squadron &

133rd Air Control Squadron Ft. Dodge, Iowa

Test • Train • Exercise • Experiment



505 SYS hands GTACS responsibility to 133 ACS An End of an Era... The Start of Another!

The AC2ISRC commander decided to move the Ground Theater Air Control System test mission and associated equipment from the 505th Systems Squadron to the Air National Guard, specifically the 133rd Air Control Squadron in Ft. Dodge, Iowa, an associated unit to the Air Force Command and Control Training and Innovation Group.

The GTACS radar and its tower have been a significant part of Hurlburt Field for the last 15 years. It's an end of an era for GTACS testing at Hurlburt Field as it's moved to Ft. Dodge Iowa.

The 505 SYS was the only U.S. Air Force test bed tasked to test the Ground Theater Air Control System (GTACS) equipment and

Members of the 505th Systems Squadron prepare the GTACS radar to be lowered from the tower that has been a part of Hurlburt

assisted in the development of tactics, techniques, and procedures for the AC2ISRC. The squadron provided administrative support and conducted tests and evaluations and concept demonstrations of state-of-the-art technology for GTACS and Combat Air Forces.

The 505 SYS was key to testing of the US Air Force's \$2.4 billion Modular Control Equipment (MCE) and developing and demonstrating the Combat Integration Center for the Department of Defense's Theater

Air Defense/Theater Missile Defense Program.

The mission is what the 505th Systems Squadron has been doing for the past 15 years for the Air Force.

The radar is the primary hardware of a GTACS unit. The AN/TPS-75, Aircraft Control and Warning Radar set, which includes a van, antenna, Environmental Control Unit pallets, and power generation equipment, is being sent to the Air National Guard in Iowa.

The radar and radar tower were taken



Staff Sgt. Jamie Zoerlin, 505th Systems Squadron, removes bolts attaching the radar to the tower so the radar can be moved to the 133rd Air Control Squadron

down and the hill, possibly the highest point on Hurlburt Field, will remain in place for the time being. Plans for the hill's removal are under review. The tower was sent to Tyndall Air Force Base to service another radar mission.

The 133rd ACS will provide the Combat Air Forces a stable test bed for execution of both operational and developmental test and evaluation. GTACS is a ground based radar system that can provide the Joint Forces Air Component Commander a surveillance, combat identification, early warning, and a theater missile defense capability.

Supporting an air war

(Continued from page 2)

The events were interwoven with AOC Blue Flag events so that there was minimal contradiction with the events on the AOC floor, said Dodgen. The events also gave the AFFOR and AOC staffs an opportunity to open communication channels between the two entities.

A major hurdle the AFC2TIG team had to overcome was the education process involved with untried and untested AFFOR processes.

"We had to educate ourselves and our customer on what an AFFOR is and what it is expected to do," Dodgen said. The AFC2TIG Command and Control Baseline Team has been working on an organizational baseline for more than two years. "This is a major milestone in the AFFOR baselining process."

The 9-person AFFOR controller staff needed to simulate 14 base-level Expeditionary Operations Centers and many other organizations above the AFFOR staff.

"This has been a team effort to make this happen for the numbered Air Force," said Dodgen. "We've capitalized on all the expertise that can be found at the AFC2TIG to provide 12th Air Force the best training environment possible."



505th Operations Squadron

Hurlburt Field, Fla.





Test • Train • Exercise • Experiment

OCTP provides mentorship at Operational Level

The 505th Operations Squadron recently implemented a program to provide better training and mentorship at the operational level of war.

The new program entitled Operational Command Training Program, or OCTP for short, became operational on Oct. 1 and will provide feedback to future Air Force Component Commanders and their staffs, said Lt. Col. James Eastman, OCTP program manager.

The OCTP program is a Chief of Staff of the Air Force program administered by Air Combat Command, managed by the AFC2TIG and executed by the 505 OS.

It is geared to initially support all operational planning exercises such as Blue Flag, Ulchi Focus Lens, and Union Flash. In the future, said Eastman, it could include efforts such as Red Flag and Internal Look.

"The OCTP program provides mentors that are savvy in command and control during exercises and classes held by the Air Force Command and Control Training and Innovation Group and other organizations that train AFFOR commanders," Eastman said.

Through two levels the program will help Air and Space Expeditionary Task Forces leadership. First with a Senior Mentor support and second through Observer/Trainer support.

"We bring in retired generals and people that are experienced air warfare professionals," Eastman said. "They provide one-on-one observations and recommendations to the future commanders."

The Senior Mentor support is provided directly to the Numbered Air Force Commanders and

is geared to provide senior leadership insight into executive issues during operational contingencies said Eastman. The first OCTP mentor task is during Blue Flag 01-1 in December, 2000.

"The OCTP second level is still in development. We hope to provide experts that can support the Division/Director level at the Joint Air Operations Center," Eastman said. "We have people that are experienced across the board in the operations and planning processes of an AOC—for example, the Combat Operations, Combat Plans, Intelligence and Communications cells within the AOC."

He points out that this was not an evaluation program, but a training program geared toward helping the learning process by drawing on hard-earned lessons from the past. And it covers all aspects of air warfare throughout the planning, training, and execution of the program.

"The OCTP program will improve the warfighting skills of our Air Leaders at the crucial operational level of war," said Eastman. "We are drawing from our past to improve our future."

AFC2TIG OL-AA improves tactical training with Army



Staff Sgt. Alan Collins, 3rd Air Support Operations Group practices Tactical Air Control Party concepts with the Army at Ft. Hood. The AFC2TIG's Operating Location AA at Ft. Hood, Tex. recently performed a demonstration showing how Air Force and Army simulators can link together for better training. The Air Force pilot in a simulator at Kirtland AFB, N.M. could see Army units in a simulator in Texas, and the Army units on the ground could see the aircraft overhead. Using rudimentary communications the TACP in Texas could talk to the pilot. This simulator is being looked at as a viable training tool for TACPs in the future.



The C2 News wants your submissions! If you find an article you think would be appropriate for the rest of the C2 world, send it to us and we'll put it in! Comments are welcome.

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605th Test Squadron

Hurlburt Field, Fla.

Test • Train • Exercise • Experiment

605 TS helps TBMCS be named "System of Record"

The Joint Configuration Control Board has recently announced that Theater Battle Management Core System will replace the Combined Theater Air Planning System as the "system of record" for planning and executing Department of Defense air campaigns in the future.

After a final Multi-Service Operational Test and Evaluation held in July and August, three of the four services voted to accept TBMCS with the Marines Corps holding their vote until a Marines Corps specific test in February 2001.

The 605 TS led by the Air Force Operational Test and Evaluation Center provided the manpower and technical expertise to the consolidated test force, which made recommendations to the JCCB.

TBMCS provides the Combat Air Forces with automated command, control and intelligence systems to plan and execute air campaigns in support of joint and combined operations. It also provides a computerized mechanism to integrate separate command and control programs into a common core systems environment.

The 605 TS conducts operational testing and evaluations, as well as tactics development and evaluation of Command, Control, Communications, Computer, and Intelligence, Surveillance, and Reconisance collection, processing, and exploitation systems. With TBMCS as the baseline, this will assist CAOC-X in formalizing initiative that are tested/assessed by the 605 TS at Langley AFB, VA.

605 TS Detachment 1 - Seattle, Wash. Demonstrating the latest in Email Tech

In today's military, email has come to be a very important tool in how we wage wars. Now email has been taken a step further...into the cockpit.

A demonstration of capability was set up by the AFC2TIG 605th Test Squadron's Detachment 1, Seattle, Wash. in October for the 552nd Air Control Wing, Tinker Air Force Base, Okla.

The demonstration included the transfer of files representing air tasking orders and airspace control orders. In addition, e-mails were sent from an airborne E-3 to senior Air Combat Command and Aerospace Command, Control, Intelligence, Surveillance, and Reconnaissance Center leadership.

The capability is through a system called HF Messenger that uses High Frequency radio signals to pass messages between points. Detachment 1 was asked by the AC2ISRC to make sure the demonstration was possible.

Currently, any updates to published ATOs must be passed via voice to aircraft which are either enroute to or already on-station. This often ties up critical command and control communication circuits. Voice transmission of lengthy updates increases the risk of introducing errors and reduces combat effectiveness.

"This capability will raise the situation awareness of the warfighter," said Staff Sgt. Chuck Gardner, the 605 TS Det. 1 director of the demonstration and communications system operator. It will allow flight crew to receive changes to air tasking orders, weather information, and mission changes.

The HF messenger system could be used on all Air Mobility Command aircraft and possibly bombers. In these types of aircraft that fly missions that can last as long as 14 hours, it is important to be able to receive changes while in flight, said Gardner.

The E-3 aircraft that sent the emails was travelling at 400 mph at 30,000 feet and was 3,000 miles away from a general who received the message on his Palm Pilot personal digital assistant at an airport. And, Gen. John P. Jumper, Air Combat Command commander, was able to respond to the email within four minutes from his office at Langley Air Force Base, Va., said Gardner.

605 TS Detachment 2 Melborne, Fla.

Updating First Electronic Tech Order

Technicians from the 605th Test Squadron's Detachment 2, in Melbourne, Fla. review and correct all aircraft system technical manual updates that require changes to the maintenance procedures for the E-8C aircraft. The E-8C uses the first fielded electronic Technical Order in the Air Force.

The Joint Interactive Maintenance Information System, or JIMIS, is available for use at the 93d ACW. A true integrated electronic database housed on a laptop computer for flightline use. JIMIS is basically the computerized technical maintenance manuals for the E8-C aircraft.

The responsibilities of Det. 2 in the JIMIS system include but are not limited to Time Compliance Technical Orders, Engineering Change Proposals and Technical Order Improvement Report and Reply. The review process of JIMIS is to compare the JIMIS technical manual data, presented on a computer screen, to the new technical data developed by the contractor ensuring the integrity of the data. This process also consists of ensuring all the graphics, links, and advisory data is correctly presented in JIMIS.



Detachment 4 Theater Air Simulation Facility

Kirtland AFB, N.M.

Test • Train • Exercise • Experiment

First Virtual Flag starts at TACCSF

KIRTLAND Air Force Base, N.M.-The U.S. Air Force's first "Virtual Flag" exercise that provides various command and control aircrews the ability to fully integrate with other command and control, intelligence and "shooter" platforms in a wartime environment has recently concluded.

More than 50 participants and 80 event controllers and support personnel from across the Air Force, the New Mexico Army National Guard and the Iowa and Kansas Air National Guard worked together here at the Theater Aerospace Command and Control Facility's new building and at seven distributed locations. The exercise, known as Desert Pivot, provided a massive simulated theater-level war to practice command and control operations.

"Command and control is the ability to direct aircraft and units in any given situation," said Lt. Col. James "Boomer" Henry, TACCSF commander. "Our unit is uniquely qualified to provide and bring together the necessary equipment and people from across the Air Force to provide a simulation that is large enough and real enough that it provides realistic training.

"Simulations at home stations for the different C2 platforms tend to be 'canned' events that everyone knows and aren't easily changed," said Capt. Kris Ecker, TACCSF program manager for the exercise. "At our facility we have the ability to combine the dynamic interaction between the different platforms with a robust scenario that can be changed and adjusted on the fly.'

Some of the platforms involved in Desert Pivot include: the 552nd Air

Control Wing, Tinker AFB using AWACS; 93rd ACW, Robins AFB using Joint Surveillance Target Attack Radar System, also known as JSTARS; the 19th and 20th Special Operations Squadrons, Hurlburt Field flying MH-53 Pavlow helicopters and MC-130E Combat Talons; the Nellis Combined Operations Center, Nellis AFB conducting Time Critical 13th Targeting; the Intelligence Squadron, Beale AFB, using unmanned aerial vehicles; and the Air Force Information Warfare Center, Kelly AFB providing "Red" integrated air defense systems.



AFC2TIG Detachment 4 - TACCSF recently moved into its new state of the art facility

In addition to platforms that are already being used in today's Air Force, the TACCSF also integrates future assets such as the Airborne Laser platform and the Military Space Plane.

"Because the training here is done in a simulated environment, we can smoothly integrate the new and potential platforms for the Air Force,'

said Lt. Col. Henry. "If we start practicing today with what we will be using in the future, we are able to first figure out how to best use the new platforms and then to use them to their full potential when they come on

The exercise scenario begins on "Day 3" of hostilities in a region and it includes three primary "stressor' events that are the main objectives of the training.

It is the dynamic air and ground war that helps with the realism of the

situation, said Capt. Ecker. For example, "in a real world flying training mission, an AWACS crew might be able to occasionally connect with a JSTARS crew and the returns they get on their radar are limited with little coordination between the platforms." Virtual Flag creates the necessary environment to fully flex their command and control capabilities.

"For the special operators in the exercise, while they are conducting a search and rescue mission they have this massive air and ground war going on around them. While they are focused on getting the downed airman, they need to be aware of what's happening and coordinate the removal of any threats. We give them those added stressors that they'd have to deal with in a real situation," said Capt. Ecker.

> Virtual Flag provides the interaction between aircrews all the way from mission planning to execution and through the debrief using a fullthreat environment, said Capt. Ecker. It offered them the rare opportunity to work hand-in-hand with numerous other platforms. The learning curve was exponential for all the players.

There are plans in the future to make Virtual Flag into a quarterly event like Red Flag at Nellis AFB, Nev. and Blue Flag at Hurlburt Field, Fla. Eventually the Virtual Flags may even become a part of the bigger Blue Flags.

Virtual Flag is in the next echelon below Blue Flag, according to Capt. Ecker, because the warfighter-in-the-loop interactions focus on the command and control crews and how they perform their mission. Normally a Blue Flag

exercise concentrates on the upper level management of running an entire air war.

And while Red Flag is primarily focused on the pilots and on largescale tactical battles, Virtual Flag encompasses everything from ground ballistic missile training to controlling F-15 pilots flying simulators.



Entrance to TACCSF's new facility





C2 Warrior School

Hurlburt Field, Fla.

Test • Train • Exercise • Experiment



Producing C2 Warrior "Patch Wearers"

"The C2WAC is the keystone course to produce operation warfare instructors, making them the operational level of warfare equivalent to the weapons and tactics instructors produced at the USAF Weapons School. The graduates from this course will be designated with an A-prefix, and will serve as USAF experts in employing aerospace power at the operational level of warfare."

- Chief of Staff of the Air Force Michael Ryan

On 24 Sept. 99, General Ryan, the Chief of Staff of the Air Force (CSAF), initiated the OPERATIONAL WARFIGHTER program. He later identified the Command and Control Warrior Advanced Course (C2WAC), taught at the Command and Control Warrior School (C2WS), as the keystone course to help implement his initiative. In a recent OPERATIONAL WARFIGHTER message he stated: "This support does not come without challenges. The C2WAC instructors are now faced with building a course similar to the USAF Weapons School Course. It will include the award of an AFSC prefix and a 'C2WAC Graduate' patch with a similar design to the 'USAF Weapons School Graduate' patch." In short, the C2WAC is building "C2 Warriors."

Validation of the C2WAC occurred in 1999, as OPERATION ALLIED FORCE came to a close. The C2WAC prepares selected Air Force officers to perform duties requiring advanced knowledge, skills, and abilities in the C2 processes supporting Joint Force Air Component Commander or Commander Air Force Forces decision-making at the operational level of war. In FY 2000, concepts of the OPERATIONAL WARFIGHTER program were added to the course, raising course entry requirements. Qualification criteria for applicants includes operational or

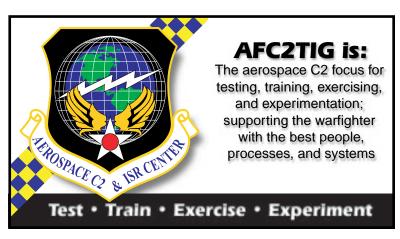
exercise **AOC** experience, NAF or joint staff experience supporting aerospace planning operations, instructor experience, grade of O-4 to O-5 (highly competitive and motivated senior captains will be considered), and having a TS/SCI clearance.

The first C2WAC selection board convened at the AFC2TIG on 10 Sept. 00, and future boards will be held no later than 45 days prior to class start date. The selection board members ensure applicants meet the criteria and exhibit extraordinary dedication, intelligence, and operational decision-making experience. Each Numbered Air Force and Air Operations Group determine their candidates to compete at the selection boards.

C2WAC is five weeks in length and will expand as new courseware is attained at the tactical level of warfare over the last 20 years. Since graduates of the C2WAC are recognized as experts of the AOC Weapon System, it's only fitting the AFC2TIG cadre be "C2 Warrior" patch wearers, enhancing our credibility as the "Center of Excellence for C2."

The C2WAC schedule for the remaining of FY01 is a follows:

Please contact the Course Director, Capt Tucker at DSN 579-6712, Comm. (850) 884-6712 for inquiries.



C2WS Courses

Joint Aerospace C2 Course

29 Jan-16 Feb 04 Jun-22 Jun 26 Feb-16 Mar 19 Mar-06 Apr 9 Apr- 27 Apr 7 May-25 May

Joint Aerospace Systems Administrators Course

16 Jan -16 Feb 30 Apr-01 Jun 05 Mar -05 Apr 09 Jul-09 Aug

Joint Aerospace Computer Applications Course

30 Apr-3 May 31 Jul-3 Aug

Joint Senior Service Course 26 Feb-02 Mar 27 Aug-31 Aug 14 May-18 May

Joint Combat Search and Rescue Coordinator Course 05 Mar-08 Mar 16 Jul-20 Jul 01 May-04 May

C2 Warrior Advanced Course 12 Feb-16 Mar 11 Jun-13 Jul 27 Mar -27 Apr

To register for all courses Training
Managers should call:
DSN 579-6237,
Comm. (850) 882-6237.

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